

NSG GROUP – CORPORATE HISTORY

In 2018, NSG Group marked its 100th anniversary. Since its foundation in 1918, NSG Group has continued to evolve. While sharing the 400-year-old Sumitomo Spirit, we are operating in markets around the world where our products have established a major presence in the architectural, automotive and technical glass sectors.



Futajima Plant in Fukuoka, Japan

1920

Flat glass production begun in Fukuoka, Japan.

1920s-1940s

Capacity expanded in line with domestic glass demand growth.

- New capacity added at the Futajima plant in 1920s.
- A new plant was built in Yokkaichi, Mie, in 1936.

1950s-1960s

The Company increased production capacity and expanded into the Automotive business.

- A new plant was built in Maizuru, Kyoto, in 1952.



Maizuru Plant in Kyoto, Japan

- A new plant was built in Chiba in 1964.

1918

America Japan Sheet Glass Co., Ltd. was established in Osaka, Japan.

1930

1931

The Company name was changed to Nippon Sheet Glass Co., Ltd.

1940

1950

The Company listed its shares on the Tokyo and other stock exchanges in Japan.

1965

The Company started the first float glass production in Asia, with the technology licensed from Pilkington. (Inventor of the float process)



First piece of float glass ever made in Asia

1970s-1980s

The automotive glass business grew and, in parallel, the Company began globalizing its architectural and automotive glass businesses.

- Manufacturing footprints were expanded in Kanagawa and Kyoto in 1970.
- The first overseas investment was made in Malaysia in 1971.
- Two automotive glass joint ventures were established, one in Mexico in 1975 and another in the USA in 1986.

1990s-2000s

Business expansion in Asia continued.

- An automotive glass joint venture was established in China in 1995.
- Two architectural glass joint ventures were established in Vietnam, one in 1995, another in 2007.



Vietnam Float Glass Co., Ltd.

2006~

With the acquisition of Pilkington plc, the Company fully globalized its architectural and automotive glass businesses. NSG Group has principal operations around the world and sales in 100 countries.

(As of March 31, 2019)

1970s-2000s

The Company focused on developing new products and technology. While setting up manufacturing sites in Japan, the Company also invested overseas, building the foundation for the Technical Glass business.

- SELFOC® was developed in 1968.



The SELFOC® is still core technology in NSG Group.

- The production of thin glass, UFF™, started in 1978.
- The glass fiber business was launched in 1979.
- The battery separator business was expanded through an acquisition in 2001.

1990s-2000s

The Company built a closer relationship with Pilkington.

- In 1990, the Company acquired a 20% stake in LOF, then a subsidiary of Pilkington.
- The Company acquired a share in Pilkington while divesting its stake in LOF in 2000.
- In 2001, with the increase in shareholding to 20%, Pilkington became an affiliate of the Company.



Lathom site, UK.

2008-2010s

The Company adopted the governance structure with "Three Committees" in 2008.

- The NSG Group Corporate Governance Guidelines were issued in 2015.

2009

The Company revealed the NSG Group Sustainability Policy and established the NSG Group Sustainability Committee.

2012

The Company participated in the UN Global Compact.

2014

In May 2014, the Company announced the Long-Term Strategic Vision and launched the Medium-Term Plan (MTP).

2015

The Company revised the NSG Group Code of Ethics.

2017

After a thorough review, the Company redefined the MTP and began MTP Phase 2 covering the three-year period from FY2018 to FY2020.

2018

The Company celebrated the Group's 100th anniversary and announced the new management principles, "Our Vision".

1979

The NSG Foundation was established to commemorate the 60th anniversary of the Company.

SHAREHOLDER INFORMATION

(as of March 31, 2019)

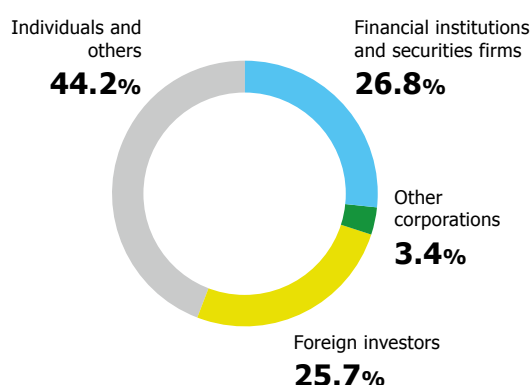
Common shares	Authorized Shares: 177,500,000 Issued Shares: 90,593,399	Stock listing	Tokyo (Code: 5202)
Class A shares (as of June 30, 2019)	Authorized Shares: 40,000 Issued Shares: 30,000	Independent auditors	Ernst & Young ShinNihon LLC
Number of shareholders	Common shares: 55,359 Class A shares: 3	Transfer agent	Sumitomo Mitsui Trust Bank, Limited 4-1, Marunouchi 1-chome, Chiyoda-ku, Tokyo, Japan

Major Shareholders

Name	Number of shares (Common Shares)	Percentage of shares (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	6,218,200	6.86
Japan Trustee Services Bank, Ltd. (Trust Account)	4,284,200	4.72
JUNIPER	2,233,000	2.46
Japan Trustee Services Bank, Ltd. (Trust Account 5)	1,881,100	2.07
STATE STREET LONDON CARE OF STATE STREET BANK AND TRUST, BOSTON SSBTC A/C UK LONDON BRANCH CLIENTS – UNITED KINGDOM	1,834,400	2.02
THE BANK OF NEW YORK MELLON 140042	1,558,853	1.72
JP MORGAN CHASE BANK 385151	1,416,203	1.56
Japan Trustee Services Bank, Ltd. (Trust Account 1)	1,263,800	1.39
Japan Trustee Services Bank, Ltd. (Trust Account 2)	1,170,200	1.29
Client stock ownership of Nippon Sheet Glass	1,059,678	1.16

(Note) The shareholding ratio stated above is calculated by excluding the treasury stock from the total number of shares issued and rounded down to second decimal places.

Share ratio in status of shareholders



	2015 March	2016 March	2017 March	2018 March	2019 March
Financial institutions and securities firms	23.2%	23.3%	22.5%	25.2%	26.8%
Other corporations	4.5%	5.0%	4.8%	4.4%	3.4%
Foreign investors	20.3%	15.3%	16.9%	22.0%	25.7%
Individuals and others	51.9%	56.4%	55.8%	48.4%	44.2%

CORPORATE DATA

(as of March 31, 2019)

Company name	Nippon Sheet Glass Company, Limited
Head office	5-27, Mita 3-chome, Minato-ku, Tokyo 108-6321, Japan Telephone: +81-3-5443-9500
Established	November 22, 1918
Number of permanent employees (consolidated)	26,741
Paid-in capital	¥116,588 million

Website

About Us



<https://www.nsg.com/en/about-nsg>

Investor Relations



<https://www.nsg.com/en/investors>

Sustainability



<https://www.nsg.com/en/sustainability>

Editing Policy

This is the second edition of the Integrated Report by NSG Group. The 2019 Integrated Report combines the separately published Sustainability Data Book, expands on non-financial data, and develops through a storyline the Company's value creation based on our unique strengths and technologies. The Group utilizes the Integrated Report as an important tool for communicating with investors. In the 2019 version however, we have worked to improve the content by referring also to the Guidance for Collaborative Value Creation. We will endeavor to further develop the Integrated Report by taking on board readers' feedback.

Forward-Looking Statements

The projections contained in this document are based on information currently available to us and certain assumptions that we consider to be reasonable. Hence the actual results may differ. The major factors that may affect the results (but not limited to) are the economic and competitive environment in major markets, product supply and demand shifts, currency exchange and interest rate fluctuations, changes in supply of raw materials and fuel, and changes to laws and regulations.

Further Information

In addition to this report, we provide other publications to keep investors informed about the Group's activities. For more information, visit www.nsg.com